



Federal Emergency Management Agency

United States Fire Administration

National Fire Academy
Emmitsburg, Maryland 21727-8998



R333

Dear National Fire Academy Student:

Welcome to *Fire Service Financial Management*! This course is designed to assist fire service managers in planning and managing fire department fiscal programs. Your 2 weeks at the U.S. Fire Administration's National Fire Academy will be challenging, and it will include some evening classes.

In order for the course to be meaningful, you need to do several things before coming to Emmitsburg.

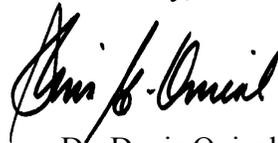
- 1) Read *Playing With Fire* by Scott Lazenby, Publisher: iUniverse, ISBN 0595194109, available from amazon.com. After reading the book, choose **any four** of the following questions and prepare a written detailed response to them prior to your arrival in class. These will be picked up as part of the activities on the first morning in class.
 - What were the financial and political issues that lead to the potential problems with the Trillium city budget?
 - Was the Fire Department senior management, Fire Chief Max Oatley, considered a part of the cities management team? Why or why not?
 - Did the firefighter's union play fair during the crisis? What role did ethics play with the way Union President Brian Gallagher approached the issues facing both the firefighters and the fire department regarding the potential for reductions in the fire department budget?
 - Taking the fire department operational issues out of the argument, did the proposal as submitted by the Assistant to the City Manager, Betty Sue Castle, make common sense and show economic savings to the non-fire service background person? Why or why not?
 - What role did the press play in this story? Was reporter Sabrina Chan fair and impartial?
 - What was the impression that City Manager Ben Cromarty had of the fire department and the firefighter's association? What approach/opportunities could be used to improve their standing with him?
- 2) If your department has a written mission statement and goals, bring them with you.

- 3) Complete the pre-course assignment. See enclosure.
- 4) During the course, you will be asked to make a 5-minute presentation to the class on some unique aspect of your department's budget. You might want to consider some possible topics in advance and bring supporting materials with you.

Increasingly, students and instructors are bringing laptop computers to campus. REMINDER: You alone are responsible for security and maintenance of your equipment. The Academy cannot provide you with computer software, hardware, or technical support to include disks, printers, scanners, etc. There are a limited number of 120 Volt AC outlets in the classrooms. A Student Word Processing Center is located in Building D and is available for all students to use. It is open daily with technical support provided in the evenings. This Center utilizes Windows 95 and Office 2000 as the software standard.

Should you need additional information related to course content or requirements, please feel free to contact Ms. Colleen Heilig, Planning and Information Management Curriculum Training Specialist, at (301) 447-1613 or email at Colleen.Heilig@fema.gov.

Sincerely,

A handwritten signature in black ink, appearing to read "Denis Onieal". The signature is written in a cursive, flowing style.

Df. Denis Onieal
Superintendent

Enclosure



Federal Emergency Management Agency

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Dear *Fire Service Financial Management* Student:

Congratulations on your acceptance into the National Fire Academy *Fire Service Financial Management* (R333) course. As part of the course requirement, you are asked to review and complete this pre-course preparation unit. It consists of four sections:

- 1) A profile of your local department;
- 2) A monthly budget expenditure report for your local department;
- 3) A financial management topic of interest pertaining to your local department; and
- 4) A terminology list.

Please read the instructions, which follow for each of these sections, and complete activities as directed. Bring the materials and/or knowledge with you to the first day of class.

Sincerely,

A handwritten signature in black ink that reads "Colleen Heilig". The signature is written in a cursive style with a horizontal line at the end.

Colleen Heilig
Training Specialist, Information Management

Enclosure

Pre-Course Student Activities

Department Profile

Budget Expenditure Report

Financial Management Issues

Terminology List

Fire Service Financial Management Student:

Congratulations on your acceptance to the National Fire Academy--*Fire Service Financial Management* Course. As part of the course requirement, you are asked to review and complete this pre-course preparation unit. It consists of four sections: a profile of your local department; a monthly budget expenditure report for your local department; a financial management topic of interest pertaining to your local department; and a terminology list.

Please read the instructions which follow for each of these sections and complete the activities as directed. Bring the materials and/or knowledge with you to the first day of class.

Local Department Profile

Complete the following questionnaire regarding your home department to the best of your ability. This is not intended as a test, so do not hesitate to seek out any information which you do not know from appropriate sources. You will be required to hand in the completed questionnaire on the first day of class. The information will be used by the instructors to help them focus the course on the needs of the students and may be used by you in some class activities.

Department Demographics

Name: _____

Department name: _____

Type of jurisdiction: _____

Approximately how many square miles are in your jurisdiction? _____

Describe any changes in the geographical size of your jurisdiction during the last 5 years?

What is the size of the population served by your department? _____

Describe any changes in the population base of your jurisdiction during the last 5 years?

How many of each of the following types of equipment does your department operate?

Stations ____ Engines ____ Trucks ____ BLS Ambulances ____ ALS Ambulances ____

How many employees does your department have? Sworn _____ Civilian _____

What is the number and employment status of emergency response personnel?

Full-time _____ Part-time _____ Paid/Call _____ Volunteer _____

What is your minimum staffing on an: Engine _____? Truck _____?

What is the monthly base salary for the following positions?

Company Officer \$ _____ Driver/Operator \$ _____ Firefighter \$ _____

Firefighter/Paramedic \$ _____ Paramedic \$ _____

Budget Information

\$ _____ What is the total annual budget for your jurisdiction this fiscal year?

\$ _____ What is the total annual budget for your department this fiscal year?
This total may be the same as for the preceding question if your Department is an independent fire entity, i.e., not part of a larger city or other jurisdiction.

_____ Over the past 3 years has your budget increased, stayed same or decreased?

_____ % If it has changed, by approximately what percent?

_____ % Approximately what percent of your department's budget is for personnel?

_____ % Approximately what percent of your department's budget is for capital items?

_____ % Approximately what percent of salary does your jurisdiction pay to provide benefits
(retirement, health insurance, disability insurance, etc.) to your firefighting classes?

_____ In what month of the year does your jurisdiction's fiscal year begin?

What type of budget process does your jurisdiction utilize?
(Line Item Budget, Performance Budget, Program Budget, Zero-Based Budget, etc.)

_____ Are there any significant budget issues that you anticipate during the next two years?

If yes, please explain: _____

_____ Has your jurisdiction implemented GASB34?

If so, how has this affected the Fire Department? _____

Periodic Budget Report

You are to bring with you to the course a recent copy of the monthly budget expenditure report used by your department to track its expenditures. If your department does not utilize a formal expenditure reporting system, bring a copy of the information which is used by your department to track budget progress. The report will be used by the instructors to help them focus the instructional material to the needs of the students and will be used by you to complete some student activities. The report will be returned to you to take back home at the end of the course.

Financial Management Issues

Much of the classroom dialog and a number of the classroom activities will require you to contribute information about your fire department and its financial management system. You will also have an opportunity to share information about your financial management experience.

In preparation for one of the classroom activities, please prepare a list of two or more financial management issues your organization is dealing with or is concerned about. You will need this material for an activity that begins early in the first week of class.

Fire Service Financial Management

Terminology List

An understanding of the following terms will assist you in successfully completing the *Fire Service Financial Management* course. You are to review them and research those with which you are not familiar. Your knowledge of these terms and concepts will be evaluated on the first day of the course. (See attached Glossary)

Abatement	Economic Indicators	Mean (statistical)
Accrual Basis	Fiduciary Fund	Median (statistical)
Ad Valorum	Financial Statement	Municipal Bond
Amortization	Fiscal Year	Performance Budget
Appropriation	Fund	Program Budget
Arbitrage	Future Value	Property Tax
Assets	Increment	Revenue Bond
Audit	Integrative budget	Reversion (Revert)
Balance Sheet	Inflation	Sales Tax
Consumption Tax	Investment Pool	Spreadsheet
Contingency Fund	Lease-Back	Template
Debt Ceiling	Lease-Purchase	Staff Benefits
Decision Package	Line Item Budget	Subscription Fee
Depreciation	Liquidity	Zero-Base Budget

Glossary

Abatement	The cancellation of part or all of a past or prospective expenditure.
Accrual basis	A method of accounting whereby revenues and expenses are identified within specific periods of time, i.e., month or year (as distinguished from the cash basis).
ADA	Americans with Disabilities Act.
ADA	Average Daily Attendance.
Ad valorem	A phrase used to denote property tax assessments, from the Latin term meaning "according to value."
Amortization	The gradual extinguishment of any amount over a period of time, such as the retirement of debt or replacement of capital items by serial payments to a creditor or into a sinking fund.
Analysis	The systematic and explicit examination of alternative ways to reach public objectives. Analysis implies the use of intuition and judgment as well as the design and synthesis of alternatives.
Annuitant	A retired employee.
Annuity	A periodic payment to a retired employee; a pension.
Appropriation	An authorization from a specific fund to a specific entity to make expenditures/incur obligations for a specified purpose and period of time.
Arbitrage	The term used to describe the practice of buying, selling or brokering financial instruments (such as bonds, securities, derivatives, etc.) in a manner which allows profits over a short period from differences between the interest rates at purchase and sale.
Assets	Any owned physical object (tangible) or right (intangible) having a monetary value.

Audit	Any inspection by a third person of accounting records; any systematic investigation or appraisal of procedures or operations.
Balance sheet	A statement of financial condition which lists assets, liabilities and equity.
Benefit-cost analysis	Compares the ratio of the monetary value of the benefits of a proposed action to the costs incurred. Variables should be quantified in comparable units (frequently monetary). <i>See also cost-benefit analysis.</i>
BLS	Basic Level Service.
Bond	See "Municipal Bond."
Bond counsel	The attorney, or firm of attorneys, that gives the legal opinion printed on the back of bonds confirming that the bonds are legal, valid and binding obligations of the issue.
Bond rating	A rating of the risk involved in investing in bonds issued by a particular entity based on that entity's past repayment record, current financial condition/level of debt and future prospects. The ratings are issued by financial rating institutions and are expressed alphabetically (i.e., AAAA, AAA+, AA, etc.).
Capital	A sum of money placed on deposit or the cash used to buy an asset.
Capital expense	Usually the expense to purchase assets.
Cash flow	Refers to cash on hand which is available to meet current obligations at any particular time.
Chance nodes	Point in a decision tree diagram which indicates the intervening uncertain events of a decision and all their possible outcomes.
CHIP	Cooperative Home Insurance Program.
Collateral	Assets pledged to a creditor as security in exchange for credit or a loan.

Compliance audit	An audit to determine whether rules set down by some higher authority are being followed.
Consumer Price Index (CPI)	A numerical index which measures inflation as experienced by the "average" household (also: "cost-of-living" or "retail-price" index).
Consumption tax	A tax which is assessed on the use of products such as cigarettes, liquor, hotel rooms, etc. (sin tax).
Contingency fund	A portion of available resources reserved for emergency expenditures or for transfer.
Contingency table	A statistical test to determine whether two variables are related or independent.
Cost-benefit analysis	Compares the ratio of the monetary value of the benefits of a proposed action to the costs incurred. Variables should be quantified in comparable units (frequently monetary).
Cost-effective analysis	A shorter version of benefit-cost analysis where alternatives are evaluated in terms of accomplishing a defined objective. Alternatives are compared to each other while the measurement of costs and benefits are in different units and not converted to dollars.
Cost-revenue analysis	The systematic comparison of two money flows: the amount any one sector pays in local taxes with the cost of government services to that same sector.
CPR	Cardiopulmonary Resuscitation.
Debt ceiling	The limit set on a jurisdiction regarding the amount of debt it is authorized to incur.
Decision analysis	A prescriptive approach to decision making. Decision analysis prescribes how you should make a decision if you aspire to rationality. It is a conceptual framework for resolving issues that involve a sequence of actions of which some are outside our control.
Decision nodes	A point in the decision tree that indicates all possible courses of action open to the decision maker.

Decision package	An integral part of a zero-base budget package which offers the choice of incremental levels of funding or performance for a program, such as 90% of proposal, 100% of proposal, 110% of proposal, etc. (called decision units).
Depreciation	An allowance for the fact that fixed assets wear out or become obsolete.
Derivatives	Financial instruments whose value is linked to, or derived from, the performance of some underlying asset or benchmark such as bonds, stocks or currencies.
Economic indicators	Factors such as prime interest rate, gross national product, stock market average price, etc. used to calculate indexes such as the CPI and to forecast economic trends.
EMS	Emergency Medical Service.
Enterprise fund	A fund used to finance an operation similar to private enterprise whereby all costs for providing the goods or service are recovered through user charges (examples: airport, golf course, etc.).
EPA	Environmental Protection Agency.
Equity	In this context, equity is a subjective concept that expresses a person's values concerning the "just" distribution of resources to members of society belonging to different economic classes. Equal opportunity proponents claim that all members should receive the same share of benefits and services regardless of the amounts contributed by the recipient. Market equity proponents claim that benefits and services should be distributed on the basis of one's ability to purchase those services. Those who contribute the most should receive the greatest benefits. Equal results proponents claim that those who demonstrate the greatest need should receive the most benefits and services, regardless of the amounts contributed.
Ethics	A set of principles of right conduct. Rules or standards governing conduct.

Expendable item	An item to be procured which is, by its nature, depleted or worn out through use.
Expenditure category	A grouping of similar types of budget expenditure objects (i.e., personal services, operating, capital, etc.).
External audit	An audit which is conducted by an independent accounting or regulatory agency as opposed to one conducted by internal agency auditors.
Fiduciary fund	A fund held by a government agency in a trustee capacity for individuals, private organizations or other government agencies.
FLSA	Fair Labor Standards Act.
Financial audit	An audit focused on accounting records.
Financial statement	A statement of an entity's financial condition, at a specific point in time, which usually includes balance sheet, income statement and statement of changes in financial condition.
Fiscal year	The twelve-month accounting period for which a given budget is adopted and implemented (i.e., obligations are incurred, encumbrances are made and appropriations are expended).
FmHA	Farmers Home Administration.
FTE	Full Time Equivalents.
Fund	A self-balancing set of accounts established to accomplish a specific purpose (i.e., general fund).
Future value	The amount to which a sum of money will grow if invested at a given rate of interest.
General fund	The fund used to account for revenues and expenditures which are not specifically designated to be accounted for by any other fund.
General obligation bond	Financial instruments issued by government entities to generate revenue with a promise to repay with interest over a specific period. A method to incur debt which generally requires voter approval.

GSA	General Services Administration.
HLS	Hotel Life Safety—a program designed to provide specialized training for hotel personnel.
ICMA	International City/County Management Association.
Increment	That portion of tax revenue which represents an increase or decrease over prior year revenue.
Incremental decision making model	Decision makers take what they are currently doing and make small, incremental, marginal adjustments. Changes in policy occur gradually. Many social and economic scientists contend that this model is more consistent with political realities.
Integrated budget	A budget system which uses the best features of other common types of budgeting such as line item, performance, program, etc. while discarding deficiencies (program expressed in line item format, etc.).
Inflation	A general rise in the level of prices.
Interest	The price paid for the use of a sum of money. The standard charge is a percentage, and the standard period is one year.
Internal audit	An audit performed by an internal bureau, department or function of the government entity.
Investment pool	A pooled account of funds from several agencies which are surplus or temporarily idle, combined to take advantage of the investment advantages of a larger fund balance (leveraging, etc.).
JPA	Joint Powers Agreement.
Lease-back	The practice of selling a government improvement to a private investor, then leasing it back from that investor at an annual rate.
Lease-purchase	A method of acquiring assets without affecting debt ceiling through shorter term financing. The government entity may not own the asset outright at the end of the payment term.

Least squares	A statistical method used to find the curve that most closely approximates a set of data: it is based on minimizing the sum of the squares of the differences between expected and observed values of data.
Liability	An amount owed or promised.
Lie	A haunt or hiding place of an animal (<i>as used in Unit III SM</i>).
Line item budget	A budget system which concentrates on resources to be consumed during the budget year. Expressed as a listing of objects of expenditure.
Linear regression	A statistical method for identifying straight-line relationships between two sets of data.
Liquidity	The amount of an entity's assets which are available as cash or which can immediately be converted to cash.
Long term debt	Debt incurred by an entity to meet long term needs such as acquisition of capital assets—usually through the issuance of long term municipal bonds.
Mean	A statistical term to denote the average (i.e., an everyday guide to the mid-point in a set of numbers).
Median	A statistical term to denote a value, within a set of values, that has an equal number of values greater than it as there are less than it.
Mill rate	A term used to describe the rate of property tax assessment.
Mode	A statistical term used to denote a value, within a set of values, which occurs most frequently.
Municipal bond	A financial instrument which provides a means for local or regional government to borrow money for general needs or special projects such as building streets or other infrastructures. Investors are guaranteed a fixed rate of return which is exempt from federal, state and local income taxes.
NAACP	National Association for the Advancement of Colored People.

NIOSH	National Institute for Occupational Safety and Health.
NFPA	National Fire Protection Association.
Note	A financial instrument held by a creditor which constitutes the promise to repay a debt.
Objects of expenditure (line items)	A sub-classification of expenditure items based on types of goods or services. There is usually a list of standard line item object of expenditure codes used by an entity.
Obligation	An encumbrance or other commitment to expend funds.
Operating expense	A category of related expenditure objects within a budget display used to fund the operating functions of an entity (i.e., communications, fuel, household, etc.).
Opportunity costs	Indirect costs that occur when personnel, money and time are dedicated to performing one function and thus are prevented from resolving other needs.
OSHA	Occupational Safety and Health Administration.
Payoffs	Consequences of each possible combination of choice and chance listed in a decision tree diagram.
Performance budget	A budget system which emphasizes outputs, or work to be done, in terms of unit cost (efficiency).
Personal service expense	A category of related expenditure objects within a budget display used to fund personnel-related functions of an entity (i.e., salaries, retirement, insurance, etc.).
Present value	The sum of money which would have to be put on deposit today, at a given interest rate, to generate a given sum in the future.
Prime rate	A key interest rate banks charge, as determined by market forces affecting the bank's cost of funds and the rates borrowers will accept.

Priority analysis	A technique that determines priority of community needs by estimating community impact, evaluating probability of future incidents, and predicting costs of preventive action.
Procedural audit	An audit to insure an entity is in compliance with policy or procedures as dictated by a higher authority.
Program budget	A budget system which emphasizes outcomes, or work to be done in terms of outcomes or results (efficiency).
Property tax	A tax based on the value of real or personal property.
Purchase order	A procurement instrument which constitutes an official order for goods and promise to pay upon receipt.
Rational-comprehensive decision making model	A method of decision making which prescribes a careful planning process in the selection of alternatives. The process requires goals, data base, alternatives, comparative analysis and established criteria for selection and measurement.
Rational Nexus	A legal term requiring that a fee be proportionate to the benefit received.
Recession	An economic trend which is characterized by increasing unemployment rates, decreasing tax revenues, decreasing interest rates, etc.
Remediation	Responding to a loss in the making, and seeking to reduce its cumulative effect.
Revenue bond	Financial instrument issued by government entities to generate revenue for the specific purpose of building improvements which will generate fees used to repay the bonded debt. Generally do not require voter approval.
Reversion	The transfer of funding which had been appropriated for a specific purpose but which was not used for that purpose back into the unallocated general fund.
RFP	Request For Proposal.

Risk neutral	An influence in decision making in which the course of action with the greatest expected value is selected.
Risk aversion	An influence in decision making in which the course of action selected does not have the greatest expected value but has less risk of losing. (People are most risk adverse when the potential loss is large.)
Sales tax	A tax assessed against retail sales revenue.
Sample	A statistical term used to denote a subset of a "population" (i.e., a group of ten fire engines used to estimate the performance of all fire engines in the department).
SARA	Superfund Amendments and Reauthorization Act.
Short term debt	Debt incurred by government entities to cover short term cash flow deficiencies.
Sinking fund	A fund used to hold periodic payments made in anticipation of future replacement expenses (i.e., set-aside account).
Special fund	A fund restricted by law for a specific purpose other than the general fund.
Spreadsheet template	A spreadsheet which has all headings, labels and formulas pre-formatted and ready for data entry.
Staff benefits	The costs associated with employee salaries to provide benefits such as retirement/pension, health insurance, workers compensation, unemployment insurance, etc.
Subscription fee	Annual fees or dues paid to receive a specified service (such as fire protection or ambulance services).
TARP	Technical Assistance Research Program.
Total cost purchasing	A method of purchasing/accounting which considers all the costs associated with procuring an item (i.e., buying costs, delivery, installation, warehousing, etc.).
Total replacement purchasing	A method of purchasing replacement items that considers replacing all at once in anticipation of predicted failure versus replacing each unit as it fails.

Transfer of budget accounts (TBA)

A voucher or other instrument which authorizes funds from one appropriation to be moved to another appropriation.

Use tax

A tax assessed on the use of a service or commodity (i.e., auto license fee, etc.).

Window of opportunity

The opportunities for action on given initiatives stay open for only short times. If the decision maker does not take advantage of these opportunities, he must bide his time until the next opportunity comes along.

Zero-base budget

A budgeting system which requires the government entity to rebuild its budget from "zero" or some other agreed upon level each year to insure adequate examination and justification of all programs. Includes decision packages at various funding levels for each proposed program based on adjustments (+ or -) from past levels of funding or performance.

Note:

See Section 5 for unique words appearing in the Orange County Scenario.

NFA WELCOME PACKAGE

Due to increased security precautions, students are required to carry a photo ID at all times while on campus. If you do not have a photo ID, you will not be permitted on campus.

Below is information to help you plan your travel to the National Emergency Training Center (NETC). Even if you've taken classes at NETC before, please read it carefully--*procedures may have changed since you were here last, and you will be responsible for complying with the current procedures.* The last page of this package is entitled **Contact Information.** We suggest you print it and provide a copy to your family or office staff in case they need to contact you while you are here. If you have any questions, you may call us at (800) 238-3358 or (301) 447-1000. When you reach the operator, ask for one of the following extensions:

- **Housing/Transportation---1048/1113**
- **Admissions---1035**
- **Food Service---1551**



TRAVEL



By Air:

- You must make your own travel arrangements.
- Enclosed, in your acceptance letter, is a page entitled **'Course Specific Information.'** It describes the specific travel information for the course you are attending and how to sign up for shuttle transportation from the airport to NETC. **Please reference your pink 'Course Specific Information' sheet for specific shuttle pick-up and departure times before making flight arrangements.**

If driving:

- You may arrive on campus any time after 12 noon the day before your course begins.
- You must depart campus after the end of your course, except for courses with a next-day departure date.
- Student parking is provided north of the NFA classroom building (J Building).
- Your vehicle must be registered at Housing/Security for stipends/security reasons, even if you do not stay on campus.

Directions to NETC:

- ◆ **From Baltimore:** I-695 (Baltimore Beltway) to I-70 West (towards Frederick) to Route 15 North to Emmitsburg. Left turn off Route 15 to South Seton Avenue. 2nd Right onto campus (tree-lined drive).
- ◆ **From Washington:** I-495 (Washington Beltway) to I-270 North (towards Frederick) to Route 15 North to Emmitsburg. Left turn off Route 15 to South Seton Avenue. 2nd Right onto campus (tree-lined drive).
- ◆ **From Philadelphia and East:** Pennsylvania Turnpike West to Harrisburg, Exit 17 (Route 15). Go South on Route 15 to Emmitsburg. Right turn off Route 15 to South Seton Avenue. 2nd Right onto campus (tree-lined drive).
- ◆ **From Pittsburgh and West:** Pennsylvania Turnpike East to Harrisburg, Exit 17 (Route 15). Go South on Route 15 to Emmitsburg. Right turn off Route 15 to South Seton Avenue. 2nd Right onto campus (tree-lined drive).



REGISTRATION

Where do I register?

- Class, dormitory, and vehicle registration will be completed in Building C Lobby.
- You may have to walk some distance to your lodging. We recommend you bring luggage with wheels.

If I'm claiming travel reimbursement, what do I need at registration?

- A copy of a check (not a deposit slip!) for the **account that bears your name**, **NOT** your organization or another individual. We've found it speeds up registration if you fax the information to the admissions office (301-447-1441) PRIOR to your course start date. Please include your name, Social Security Number, and course code/title/date on the fax.
- If your account is with a credit union, or if the account is payable through another bank, please have the bank provide you with the routing and account numbers for ACH deposit.
- If you do not have a personal account, please contact the Admissions office (301-447-1035) prior to your arrival for further instructions.
- **By Air/Train:**
 - ◆ Airline/train ticket - (ticket should be 21-day pre-purchase, non-refundable)
 - ◆ If you have an electronic ticket, you must submit the itinerary receipt (with ticket number and actual payment amount shown as having been paid).
 - ◆ If you are requesting additional reimbursement for transportation/lodging/meal costs, you must submit **original receipts and you should request prior, written approval for these expenses.**
- **Driving:**
 - ◆ automobile registration
 - ◆ odometer readings
 - ◆ license tag number
 - ◆ If you are driving a state, county or municipal vehicle, you must submit a statement from the owning agency stating that they are aware that the student will receive the reimbursement.

What if I'm here for back-to-back courses?

If you stay off campus between the two courses, you must check out of housing (turn in the keycard and remove your belongings). You will be assigned a new room upon your return.

If you choose to leave campus between courses, your stipend will only encompass one trip.



LODGING

Must I call to make a lodging reservation?

- No, rooms are randomly assigned once you are accepted into a course. Because of the random assignment of rooms, you may/may not be lodged in the same building as your classmates.
- We make every effort to ensure you have a single room. However, if the student count is high, you may be doubled with another student. **PLEASE DO NOT CALL TO REQUEST A SINGLE ROOM.**

Is there a charge for lodging?

- If you are eligible for stipend reimbursement (see 'Reimbursement' section), you do not pay for lodging.
- If you DO have to pay for lodging, the current charge is \$30/day.
- NETC accepts cash, personal check, travelers check, and credit card (American Express, VISA, MasterCard and Discover).

What if I want to stay off campus? If you choose to stay off campus, it will be at your own expense.

What amenities are in each room?

- private bathroom
- TV and clock radio
- refrigerator
- Linens and towels, with daily housekeeping service.
- telephone with voice mail
- receptacle for laptop computers, accessible via credit card, third party or collect billing. **Please check with your internet carrier before you arrive to see if they have a local account in our area.** You should consider bringing a longer cord if you are bringing your laptop computer.

Are there laundry facilities available?

- Yes, there are coin-operated washers and dryers in each lodging building.
- Laundry supplies may be purchased at the convenience store on campus.

May family, friends or pets be lodged on campus?

- No, relatives or friends of NETC students are not allowed in the rooms, and they cannot be lodged on campus. Upon request, the NETC Housing Office will provide information regarding local off campus accommodations; however, you are responsible for arranging and paying for those accommodations.
- Animals are not allowed in campus housing, except for seeing-eye and other guide dogs. Please notify the housing office in advance if you will be bringing a guide dog.

What time must I check out of my room? Check out time is **9:00** a.m. You may leave your luggage until 9:30 a.m., but it must be packed and by the door. When you return for your luggage, please do not use the bathroom facilities--the room will have been cleaned for the next occupant. Please return your key card to the front desk by 9:30 a.m.--you will no longer have access to your room after that time.

DRESS CODE

It is each student's responsibility to use good judgment in selecting attire which projects a professional image, and is appropriate for both climate differences and classroom activities. If NFA staff determines that your attire is inappropriate, you will be required to change into more appropriate clothing before continuing class.

• Acceptable attire for classroom settings

MALES: Shirts with collars, slacks, nice jeans, including departmental uniforms (no T-shirts), shoes and socks. Optional items include sweaters, sport coats, ties, etc.

FEMALES: Dresses, blouses with slacks or nice jeans, skirts, split skirts/skortts, including departmental uniforms (no T-shirts), and shoes. Optional items include sweaters, blazers, etc.

- **Acceptable attire for Graduation:**

MALES: Class shirts or dress shirts with ties and dress slacks, suits, sport coats, or departmental dress uniforms.

FEMALES: Class shirts or blouses with dress slacks or skirts, suits or dresses, or departmental dress uniforms.

- **Shorts, sleeveless shirts, ball caps, flip flops, etc., ARE NOT permitted in classrooms, auditorium, or dining hall. Bathing suits/trunks are not permitted outside the pool area. Dresses, skirts, split skirts/skortis should be no higher than 1" above the knee (no mini skirts).**

ATTENDANCE POLICIES

Attendance:

- **You are required to attend all sessions of the course. If you don't, you will not receive a certificate and your stipend WILL be denied.**
- NFA students are limited to one reimbursable trip per fiscal year (Oct 1-Sep 30). This means that you will not be considered for another course (excluding pilot offerings) during the fiscal year without notifying us in advance that you will relinquish your stipend reimbursement.

Substitutions:

- **Substitutions for NFA courses are made from waiting lists; slots do not belong to the departments.**
- All requests to consider an equally qualified person must be in writing and be accompanied by a completed General Admissions Application (FEMA Form 75-5) for the substitute.

Cancellations: Please read your acceptance letter for details, since you may be denied admission to future NFA or EMI courses for 2 fiscal years.

NETC POLICIES/INFORMATION

There are no connections for mobile homes or recreational vehicles available at NETC.

Conduct:

- Federal Regulations (available at the LRC).
- FEMA and NETC Instructions (available at C Lobby, NETC Info Centers, and on NETC Intranet web site).

Smoking:

- All buildings on campus are **NON-SMOKING**, with the exception of the Command Post Pub.
- If you smoke in your room, you may be asked to leave campus, relinquish your stipend reimbursement, and be charged to clean the room.

Firearms: Prohibited on campus!

Due to heightened security requirements, please understand that security and law enforcement personnel may search you, your vehicle or your luggage. Maryland law is very narrow in its definition of Law Enforcement Officers who may carry firearms. For your own protection, and to expedite your processing into NETC, **do not bring any firearms to campus**. Sworn and state POST certified officers and federal officers or local officers with concurrent jurisdiction who require a firearm for the performance of **required official duties** must obtain an exception from the Director of Support Services or the NETC Security Specialist prior to arrival on campus. If you have any questions concerning firearms on campus, please call (301) 447-1422.

Alcoholic Beverages: Consumption of alcoholic beverages is limited to the Pub & Log Cabin. Alcohol is not allowed in lodging rooms or vehicles, and will be confiscated.

Medical services:

- All medical expenses are your responsibility.
- Local hospitals accept medical insurance identification, cash, check, or major credit card.
- International students should be prepared to pay for medical services in the event the hospital or doctor does not accept foreign insurance coverage.

Student Word Processing Center (located in D Basement):

- Provides IBM® compatible Microcomputers with Internet access and printing capabilities.
- System uses Microsoft 98 and is being upgraded to 2000.

Telephones:

- Outgoing calls can be placed from your lodging room via calling card, collect, or third-party billing.
- Telephones accepting telephone credit cards and providing operator-assisted calls are located in all lodging buildings. The telephones do not accept coins.

Faxes:

- You may receive fax messages (4-page limit) in the Housing Office at (301) 447-1324.
- Anything over 4 pages must be sent by overnight mail.
- Fax services--available at the convenience store for a fee.

Automatic teller machines (located off campus): Inquire at the registration desk at Building C for directions.

Public Transportation: Limited service. Inquire at the registration desk at Building C, or contact the campus convenience store.

NETC recreational activities include:

- Gym with running track
- Exercise room
- Swimming pool
- Tennis/basketball/volleyball (sand and inside) courts
- Bicycles and helmets

Nearby points of interest/recreational facilities:

- National/State parks
- Historic Gettysburg (tours available)
- Golf
- Swimming
- Snow skiing

 **REIMBURSEMENT** 

Frequently asked questions/answers about reimbursement procedures are enclosed. Please read them carefully. *If you have any questions about your eligibility to receive a stipend, please email us at netc-admissions@fema.gov or call (301) 447-1035.*

If you take a side-trip or travel on days other than the established travel days, your reimbursement will be limited to the state ceiling fare. Any other exceptions to travel must be in writing and faxed along with documentation to (301) 447-1441, AND approved in writing prior to your course start date. *Otherwise, you will only be reimbursed the state ceiling amount.*

Who is eligible for reimbursement?

- State or local government representatives
- Recognized volunteer organization representatives
- Active emergency management organization representatives

Who is NOT eligible for reimbursement?

- Federal government or private industry employees
- Employees who are contracted to State or local government entities
- Representatives of a foreign organization
- Foreign temporary employees of U.S. organizations

How will I be reimbursed? Reimbursement will be electronically deposited into the checking or savings account that you identify. Reimbursement will only be made to an account that bears your name. You shall be responsible for reimbursing your department, if applicable. This is a result of increased restrictions by the receiving financial institutions.

- **If you do not have a personal account, please contact the Admissions office (301-447-1035) prior to your arrival for further instructions.**

If I flew, what will I be reimbursed?

- You will be reimbursed the cost of only one round-trip ticket for each course or back-to-back courses you attend.
- You will be reimbursed the cost of a direct route **21-day pre-purchase, non-refundable** ticket for round/trip transportation by common carrier (economy coach class or less). **It is your responsibility to find the cheapest ticket available--this may or may not include at least one stop in either or both directions. Failure to do so may result in your reimbursement being limited to the ceiling shown in the enclosed **Reimbursement Ceiling Listing**. To eliminate the perception of misuse of government funds, **FIRST CLASS, BUSINESS CLASS and REFUNDABLE AIRLINE TICKETS WILL NOT BE REIMBURSED AT FULL FARE, unless you request, in writing, an exception PRIOR to your course start date, and have received an approval. Otherwise, you will only be reimbursed the state ceiling amount.****
- If you did not purchase the **21-day, non-refundable** ticket, or if your ticket does not state "non-refundable", your reimbursement will be limited to the state ceiling.
- Use of frequent flier miles toward the purchase of a ticket is **NOT** reimbursable.
- If an e-ticket is used, a copy of the receipt must be provided. This is usually the same information needed by airport security.

If I drove, what will I be reimbursed?

- You will be reimbursed the current Privately Owned Vehicle (POV) Federal mileage allowance, or the state ceiling, **WHICHEVER IS LESS.**

- POV mileage is subject to validation.
- **Reimbursement for POV mileage may be denied if you do not register your vehicle with the Housing Office.**
- **If someone is dropping you off, you must have the vehicle verified by the Housing office prior to the vehicle departing campus.**
- If you carpool with another student, only the driver will be reimbursed.
- If you drove a rental car, your reimbursement is limited to the POV allowance.

If I took a train or bus, what will I be reimbursed?

- Your reimbursement is limited to the state ceiling.
- You must provide copies of the tickets actually used.
- Reimbursement shall not include costs for sleep accommodations on the train.

If I save money on my airfare, will I be reimbursed for extra expenses? Yes, IF your class is 5 days or **less** in length with no Saturday stay over, and you save a minimum of \$250 off the cost of a 21-day pre-purchase non-refundable round trip economy class common carrier ticket. To do this, submit **written** documentation of the savings -- this can consist of a price quote from a travel agent, itinerary copies of both the original price and the cheaper fare, OR copies of both fares from the Internet. If you do not acquire written approval from Admissions prior to the course date, the extra expenses may not be reimbursed. The following options apply:

- a.) **You may stay on campus 1 night prior to your regularly scheduled arrival date if lodging is available.**
- ◆ Call the Housing/Transportation Office at (301) 447-1048/1113 to see if housing and/or transportation is available to NETC on your travel day.
 - ◆ If lodging or transportation is not available, we may reimburse you up to \$90 to cover your lodging or transportation expenses. You must provide original receipts.
 - ◆ If you carpool using a rental car, the rental agency must list (as passengers) all students claiming reimbursement on the rental agreement or only the driver will be reimbursed.
- b.) **You may stay in the Baltimore/DC metro areas before or after your course.**
- ◆ If you save at least \$250 in airfare as noted in the terms above, you may be reimbursed \$90/day (2-day limit for savings over \$500) for lodging/transportation expenses/meal costs. If you carpool using a rental car, all students claiming reimbursement must be listed (as passengers) on the rental agreement or only the driver will be reimbursed. Original receipts must be provided.
 - ◆ If you will stay in the DC metro area after your course ends, ask for a Stipend Agreement Amendment (FEMA Form 75-3a) when you register. When you return home, mail it with **original** receipts to Admissions, Room I-216, 16825 South Seton Ave, Emmitsburg, MD 21727 within 60 days of the start date of the course, or reimbursement WILL BE DENIED.



FOOD SERVICE

Must I purchase a meal ticket?

- If you stay on campus, you **must** purchase a meal ticket.
- If you stay off campus, you **must** purchase a break ticket, currently \$2/day.
- If you don't purchase the appropriate ticket, you may be asked to leave the course and we will deny your request for reimbursement.

What is the cost?

- Your meal ticket cost is identified in your acceptance letter.
- The "Course Specific Information" enclosure identifies what meals are included.
- Meals other than those included in your meal ticket are to be paid for by cash.

What if I'm here for back-to-back courses?

- Your meal ticket includes the time between the two courses.
- If you stay off campus between the two courses, you must notify the food service contractor at the beginning of your stay. If you don't, you will be charged for the entire time.

How do I pay for my meals?

- Cash
- Traveler's checks
- State or Local government checks
- Advanced payment by department check. Please notify your department to include: your name, course code and course date on the check, and send it to the food service contractor at Building K, 16825 S. Seton Avenue, Emmitsburg, MD 21727. If you need the food service Federal ID#, please call (301) 447-1551.
- Purchase order payable to the food service contractor
- Credit card (MasterCard or VISA)
- The foodservice contractor DOES NOT accept personal checks.

What if I will not be on campus for the first and last meal identified as part of my meal ticket? You must notify the food service contractor at least 1 week prior to your course start date. If you do not, you will be obligated to pay the full amount.

May I get a refund on my meal ticket? There are no refunds except for emergency departures!

What if I'm on a special diet? Please call the food service contractor (301-447-1551) at least 2 weeks prior to arriving at NETC. They will make arrangements to meet your needs. If you don't make arrangements prior to your arrival, you will be responsible for purchasing the normal meal ticket.

What happens if the bus arrives after the dining hall has closed?

- The food service contractor will provide you with a boxed dinner.
- Snack food is available at the Command Post Pub.

Please continue scrolling for more information.

CONTACT INFORMATION

How do I get a telephone call?

- ◆ The caller may dial your direct extension (301-447-xxxx). If requested, you will be provided with your extension at check-in. Numbers are NOT given to anyone else.
- ◆ The caller may dial (301) 447-1048. The Student Coordinator will either transfer the call to your room or take a message and place it on the message board located in 'C' Lobby, which you should check daily.
- ◆ **The caller may dial (800) 238-3358, ask to be transferred to the housing office, and leave a message. The switchboard operator WILL NOT transfer calls through the 800 toll-free number directly to your room.**

What if the call is an emergency?

- ◆ The caller should state that the call is an emergency.
- ◆ The message will be delivered to you immediately unless you are not on campus.
- ◆ If you are leaving campus for a period of time, you should notify security where you can be reached.

How do I get mail?

- ◆ Mail is delivered to C Lobby Monday through Friday, except Federal holidays.
- ◆ All packages are x-rayed and no delivery is provided on weekends or holidays.
- ◆ Letters or packages should not be mailed to reach NETC BEFORE you arrive, since mail-holding areas are not available. Mail received when you are not on campus will be automatically returned to the sender.
- ◆ Outgoing mail should be deposited in the mailbox located near 'K' building (Dining Hall). The NETC mailroom cannot mail outgoing items for students.
- ◆ Address:

(Your name)--Student
National Emergency Training Center
Building C, Room (Room numbers are provided upon arrival)
16825 S. Seton Avenue
Emmitsburg, MD 21727



National Emergency Training Center
16825 South Seton Avenue
Emmitsburg, Maryland 21727

THIS TABLE WILL BE USED TO DETERMINE REIMBURSEMENT FOR THOSE STUDENTS WHO:

- Choose to drive
- Do not purchase the 21-day pre-purchase non-refundable tickets
- Purchase refundable tickets without a written approved exception
- Take side-trips or extended stayovers without a written approval

STATE	SAT STAYOVER	NO SAT. STAYOVER
AK – Alaska	\$750.00	\$785.00
AL – Alabama	\$325.00	\$380.00
AR – Arkansas	\$320.00	\$370.00
AZ – Arizona	\$420.00	\$485.00
CA – California	\$490.00	\$585.00
CO – Colorado	\$455.00	\$550.00
CT – Connecticut	\$215.00	\$220.00
DC – District of Columbia	\$75.00	\$75.00
DE – Delaware	\$120.00	\$120.00
FL – Florida	\$350.00	\$360.00
GA – Georgia	\$350.00	\$360.00
HI – Hawaii	\$870.00	\$900.00
IA – Iowa	\$370.00	\$460.00
ID – Idaho	\$500.00	\$500.00
IL – Illinois	\$300.00	\$300.00
IN – Indiana	\$350.00	\$350.00
KS – Kansas	\$355.00	\$355.00
KY – Kentucky	\$360.00	\$460.00
LA – Louisiana	\$340.00	\$385.00
MA – Massachusetts	\$250.00	\$250.00
MD – Maryland	\$75.00	\$75.00
ME – Maine	\$330.00	\$390.00
MI – Michigan	\$355.00	\$415.00
MN – Minnesota	\$385.00	\$585.00
MO – Missouri	\$315.00	\$315.00
MS – Mississippi	\$315.00	\$370.00
MT – Montana	\$575.00	\$765.00
NC – North Carolina	\$315.00	\$315.00
ND – North Dakota	\$480.00	\$880.00
NE – Nebraska	\$340.00	\$470.00
NH – New Hampshire	\$180.00	\$180.00
NJ – New Jersey	\$150.00	\$150.00
NM – New Mexico	\$385.00	\$385.00
NV – Nevada	\$440.00	\$550.00
NY – New York	\$215.00	\$260.00
OH – Ohio	\$280.00	\$300.00
OK – Oklahoma	\$360.00	\$490.00
OR – Oregon	\$450.00	\$465.00
PA – Pennsylvania	\$120.00	\$120.00
RI – Rhode Island	\$225.00	\$230.00
SC – South Carolina	\$375.00	\$395.00
SD – South Dakota	\$430.00	\$740.00
TN – Tennessee	\$320.00	\$320.00
TX – Texas	\$350.00	\$420.00
UT – Utah	\$425.00	\$480.00
VA – Virginia	\$140.00	\$140.00
VT – Vermont	\$300.00	\$530.00
WA – Washington	\$450.00	\$460.00
WI – Wisconsin	\$365.00	\$385.00
WV – West Virginia	\$200.00	\$200.00
WY – Wyoming	\$510.00	\$670.00

NOTE: If you are from a trust territory, you need to contact the admissions office regarding reimbursement restrictions.

FREQUENTLY ASKED REIMBURSEMENT QUESTIONS

1. **Why must I be reimbursed electronically?** Public Law 104-134 mandates that after January 1, 1999, all Federal payments shall be made by electronic funds transfer unless a waiver is obtained from the Secretary of the Treasury.
2. **If my organization paid for my ticket, may I request that the reimbursement to go to them?** No. Due to increased restrictions by the receiving financial institutions, we will only deposit money into an account bearing your name. It shall be your responsibility to reimburse your organization. This policy was effective on January 1, 2002.
3. **What if I don't have a checking account?** The money can be deposited into a savings account. You need to call the admissions office (301-447-1035) and we will send you a form to complete. If you don't have a checking or savings account, you **MUST** submit a letter stating that fact, and a check will be sent to your home address. However, your reimbursement will take longer (up to 12 weeks).
4. **How will I know when it's deposited?** The entry in an account may differ from bank to bank, but most likely it will be listed as "FED SALARY FEM2 TREAS" and will probably **NOT** have your name next to it.
5. **How long will it take for me to receive reimbursement?** The reimbursement should be made to your account no later than 6-8 weeks from the course start date. If after 8 weeks you still haven't received your reimbursement, please call the admissions office at (301) 447-1035 or email us at netc-admissions@fema.gov to check on the status of your claim.
6. **Do I receive reimbursement for travel to and from airport or parking and shuttles?** No, those expenses are part of the student's share of the stipend program.
7. **Will I be reimbursed for my meals?** No, that expense is also part of the student's share of the stipend program.
8. **What information should I bring when driving my POV?** You must show a picture ID, registration card, and have your odometer readings and license tag number **PRIOR** to receiving your room key. Some states do not require the registration to be in the vehicle. However, you must submit a copy of your POV registration to be eligible for a stipend.
9. **What documentation do I need if I am driving my organizational vehicle and they want to be reimbursed for my mileage?** In addition to the information listed in question #8, you also need a statement from your organization, on organization letterhead, stating that reimbursement is requested. If you carpool with another student, only one driver will be reimbursed. As stated in #2, the reimbursement will be made to your account, and it will be your responsibility to reimburse your organization.
10. **What is the basis for the driving mileage allowance?** Your reimbursement will be limited to the current POV Federal mileage allowance, or the state ceiling, **WHICHEVER IS LESS**. POV mileage is subject to validation.
11. **What if I am submitting an electronic airline ticket?** You must submit the itinerary invoice (listing the ticket number and showing that payment was made) at registration. If it does not identify that the ticket is non-refundable, you need to have the travel agency or airline provide you with documentation that the ticket is either non-refundable or the cheapest fare available at the time you purchased your ticket. If you do not provide the documentation to us, we will only reimburse you for the amount shown as your state's ceiling amount on the reverse of this page.
12. **What do I need to provide if I take a side/extended trip?** If the cost is less than your state's ceiling amount, you will be reimbursed for the cost of the ticket.. If the cost is higher than your state's ceiling amount, reimbursement will be limited to your state's ceiling amount.
13. **What would delay my stipend being processed?** Not having your airline ticket, itinerary with ticket number and payment made, POV information, request from your organization for reimbursement, or not having the appropriate direct deposit information. If you bank with a credit union, please have them confirm your routing and account numbers.
14. **What would reduce my stipend claim?** Your stipend might be reduced if you purchased a refundable ticket or did not ask for an exception prior to your course start date.
15. **Will I be reimbursed for the airfare if frequent flyer miles are used?** Frequent flyer miles cannot be reimbursed because it would not incur out-of-pocket expenses.

